

# EXHIBIT 16

**From:** Bedrosian, Sara (CDC/OD/OADC)  
**Sent:** 14 Feb 2020 18:54:41 +0000  
**To:** Olivares, Dagny (CDC/DDPHSIS/CPR/DEO)  
**Cc:** CDC IMS JIC Lead -2; Bonds, Michelle E. (CDC/OD/OADC); Galatas, Kate (CDC/OD/OADC); Heldman, Amy B. (CDC/OD/OADC); Bedrosian, Sara (CDC/OD/OADC); Haynes, Benjamin (CDC/OD/OADC); Burns, Erin (CDC/DDID/NCIRD/ID); LaPorte, Kathleen (CDC/DDID/NCIRD/ID); Jiles, Angela (CDC/DDID/NCIRD/DBD); Lubell, Keri M. (CDC/DDPHSIS/CPR/DEO); Briseno, Lisa (CDC/DDPHSIS/CPR/DEO); Khan, Ibad (CDC/DDPHSIS/CPR/DEO); Jordan, Douglas E. (CDC/DDID/NCIRD/ID); Schindelar, Jessica (CDC/DDID/NCEZID/DHQP); Shockey, Caitlin E. (CDC/DDID/NCEZID/DGMQ); Hansen, Donda L. (CDC/DDPHSIS/CGH/OD); Nordlund, Kristen (CDC/DDID/NCIRD/OD); Marshall, Maureen (CDC/DDID/NCIRD/OD); Brown, Allyson (CDC/DDPHSIS/CPR/DSLR); Allen, Elizabeth (CDC/DDID/NCEZID/DPEI); Sokler, Lynn (CDC/OD/OADC); Gaines-McCollom, Molly (CDC/OD/OADC); Horvath, Jennifer R. (CDC/DDPHSIS/CPR/DSAT); Ward-Cameron, Conne (CDC/OCOO/OCIO); CDC IMS JIC Emergency Clearance-2; CDC IMS JIC Triage -2; CDC IMS JIC OADC LNO -2; Galatas, Kate (CDC/OD/OADC); Crawford, Carol Y. (CDC/OD/OADC); Dempsey, Jay H. (CDC/OD/OADC); Williams, Carol (CDC/OD/OADC)  
**Subject:** 2019-nCov Response Communication Strategy Group/due Friday, February 14 by 4 PM  
**Attachments:** DRAFT Comms and Media Strategy for n-Cov\_012320\_srb\_JHD -DKnight\_2-14-2020.docx

Dagny,

Please see combined edits from OADC. We expect to clear a more final version once it is ready, and then with ASPA. These are our preliminary comments. Also, Carol Crawford may have some valuable additions once she returns next week.

Thanks for the opportunity to review this first draft.

Sara

*Sara Bedrosian*

Division of Public Affairs

Office of the Associate Director for Communication

Centers for Disease Control and Prevention

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**From:** Daniel, Katherine Lyon (CDC/DDPHSIS/OD)  
**Sent:** 11 Mar 2020 13:24:36 +0000  
**To:** Sokler, Lynn (CDC/OD/OADC);Gaines-McCollom, Molly (CDC/OD/OADC)  
**Cc:** Mitchell, Jennifer R. (CDC/OD/OADC)  
**Subject:** RE: COVID Communication and Media Strategy Plan  
**Attachments:** CDC\_Comms and Media Strategy for COVID-19\_3-5-20-mgm\_LS KLD.docx

Here is the next version. I edited in everything except the table, which we had discussed yesterday. I would like to take another stab at cutting it back but first need some of my overall comments/questions addressed about how necessary some of these main sections are. Still very duplicative but I got as far as I could this morning. Also, seems that Dagny/Sara B were also working on this document, should we bring them in too?  
KLDF

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**From:** Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>  
**Sent:** Monday, March 9, 2020 5:37 PM  
**To:** Daniel, Katherine Lyon (CDC/DDPHSIS/OD) <kdl8@cdc.gov>  
**Cc:** Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>; Gaines-McCollom, Molly (CDC/OD/OADC) <iwg9@cdc.gov>  
**Subject:** COVID Communication and Media Strategy Plan

Katherine,  
Please see our comments and edits attached.  
Thanks, Lynn

**Lynn A. Sokler** | Senior Communication Advisor | Office of the Director | Office of the Associate Director for Communication | Centers for Disease Control and Prevention | Mailing: 1600 Clifton Road MS-E-69 | Atlanta, GA 30329 | [zszo@cdc.gov](mailto:zszo@cdc.gov) | office 404-498-6617 | bus. cell 404-409-5556 | fx 404-498-0945



**From:** Crawford, Carol Y. (CDC/OD/OADC)  
**Sent:** 13 Mar 2020 16:56:18 +0000  
**To:** Jorgensen, Cynthia (CDC/DDID/NCIRD/OD)  
**Cc:** Galatas, Kate (CDC/OD/OADC); Bonds, Michelle E. (CDC/OD/OADC); Heldman, Amy B. (CDC/OD/OADC)  
**Subject:** FW: Social Media and New Media - Reminder of Policies - DRAFT EMAIL

Cynthia – all heck breaking loose over here today. But Amy send her NMB edits below.

As far as social, I recommend (b)(5)

(b)(5)

Hope that helps enough.

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**From:** Galatas, Kate (CDC/OD/OADC) <[kkg2@cdc.gov](mailto:kkg2@cdc.gov)>  
**Sent:** Friday, March 13, 2020 8:55 AM  
**To:** Jorgensen, Cynthia (CDC/DDID/NCIRD/OD) <[cxj4@cdc.gov](mailto:cxj4@cdc.gov)>; Bonds, Michelle E. (CDC/OD/OADC) <[meb0@cdc.gov](mailto:meb0@cdc.gov)>  
**Cc:** Heldman, Amy B. (CDC/OD/OADC) <[evd4@cdc.gov](mailto:evd4@cdc.gov)>; Crawford, Carol Y. (CDC/OD/OADC) <[cjy1@cdc.gov](mailto:cjy1@cdc.gov)>  
**Subject:** RE: Social Media and New Media - Reminder of Policies - DRAFT EMAIL

Adding Carol and Amy to this for their review ... we will circle back if we have recommended edits.  
Take care,  
Kate

Kate Galatas, MPH  
Deputy Associate Director for Communication  
Centers for Disease Control and Prevention  
Office: 404-639-2064  
Cell: 404-326-5892  
Email: [kkg2@cdc.gov](mailto:kkg2@cdc.gov)



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**From:** Jorgensen, Cynthia (CDC/DDID/NCIRD/OD) <[cxj4@cdc.gov](mailto:cxj4@cdc.gov)>  
**Sent:** Friday, March 13, 2020 8:48 AM  
**To:** Galatas, Kate (CDC/OD/OADC) <[kkg2@cdc.gov](mailto:kkg2@cdc.gov)>; Bonds, Michelle E. (CDC/OD/OADC)

<[meb0@cdc.gov](mailto:meb0@cdc.gov)>

**Subject:** FW: Social Media and New Media - Reminder of Policies - DRAFT EMAIL

Hi Michelle and Kate

NCIRD would like to send out this email – partly in response to (b)(5)  
Could you please review and let me know if you are ok with it. Its been reviewed by NCIRD OD and several ADPs. Thanks

Cynthia

(b)(5)

### **Social Media**

(b)(5)

### **News Media Inquiries**

(b)(5)

### **COVID-19**

(b)(5)

(b)(5)



Thank you



**From:** Sokler, Lynn (CDC/OD/OADC)  
**Sent:** 13 Mar 2020 17:59:26 +0000  
**To:** Daniel, Katherine Lyon (CDC/DDPHSIS/OD)  
**Cc:** Gaines-McCollom, Molly (CDC/OD/OADC); Sokler, Lynn (CDC/OD/OADC)  
**Subject:** RE: CDC Comms and Media Strategy  
**Attachments:** CDC\_Comms and Media Strategy for COVID-19\_3-13-20\_LS.docx

Hi, did another pass at this. (b)(5)  
(b)(5) After this, what  
are your next steps?  
Thanks, Lynn

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**From:** Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>  
**Sent:** Friday, March 13, 2020 9:49 AM  
**To:** Gaines-McCollom, Molly (CDC/OD/OADC) <iwg9@cdc.gov>; Daniel, Katherine Lyon (CDC/DDPHSIS/OD) <kdl8@cdc.gov>  
**Cc:** Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>  
**Subject:** RE: CDC Comms and Media Strategy

Wait, let me do another pass at this - hope this afternoon. Thanks, Lynn

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**From:** Gaines-McCollom, Molly (CDC/OD/OADC) <iwg9@cdc.gov>  
**Sent:** Friday, March 13, 2020 9:40 AM  
**To:** Daniel, Katherine Lyon (CDC/DDPHSIS/OD) <kdl8@cdc.gov>; Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>  
**Subject:** RE: CDC Comms and Media Strategy

Here you go!

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**From:** Daniel, Katherine Lyon (CDC/DDPHSIS/OD) <kdl8@cdc.gov>  
**Sent:** Friday, March 13, 2020 9:38 AM  
**To:** Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>; Gaines-McCollom, Molly (CDC/OD/OADC) <iwg9@cdc.gov>  
**Subject:** RE: CDC Comms and Media Strategy

Can you join the call now?

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**From:** Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>  
**Sent:** Friday, March 13, 2020 9:37 AM  
**To:** Gaines-McCollom, Molly (CDC/OD/OADC) <iwg9@cdc.gov>  
**Cc:** Daniel, Katherine Lyon (CDC/DDPHSIS/OD) <kdl8@cdc.gov>; Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>  
**Subject:** RE: CDC Comms and Media Strategy

Good, (b)(5)

Katherine – what are next steps?.

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**From:** Gaines-McCollom, Molly (CDC/OD/OADC) <[iwg9@cdc.gov](mailto:iwg9@cdc.gov)>

**Sent:** Friday, March 13, 2020 9:32 AM

**To:** Sokler, Lynn (CDC/OD/OADC) <[zsz0@cdc.gov](mailto:zsz0@cdc.gov)>

**Cc:** Daniel, Katherine Lyon (CDC/DDPHSIS/OD) <[kdl8@cdc.gov](mailto:kdl8@cdc.gov)>

**Subject:** CDC Comms and Media Strategy

Lynn – ready for you [REDACTED] I recommend [REDACTED]  
[REDACTED]

See what you think.

**Molly Gaines-McCollom, PhD, MPH**

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